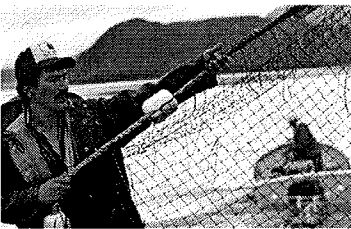


SpecPro, Inc: Teaming for Success

An ANC 8(a) Enterprise of the Bristol Bay Native Corporation



Photos of Shareholders provided
by Bristol Bay Native Corporation.

"SpecPro, Inc., an ANC 8(a) specializing in engineering and technical, information management and environmental services; and TerraHealth Inc. (THI), an 8(a), State HUB, Small Disadvantaged, Veteran, and Minority-Owned Business specializing in medical staffing and consulting, information technology, mental health, and vocational resource services; were awarded the national Department of Defense Nunn-Perry Award for their achievements in the Mentor-Protégé (M-P) Program. The annual award recognizes accomplishments for both Mentor and Protégé companies that achieve cost efficiencies, enhance technical capabilities, and increase small business opportunities for DoD prime contracts and subcontracts.

SpecPro's strategic alliance with the University of Texas at San Antonio, an Historically Black College University/Minority Institution, has provided THI with the capabilities to meet and exceed all three year program goals within the first nine months. These goals include double annual revenues each year, increase revenue to \$4.5 million by final year, increase number of employees to 250 by final year, increase profitability by 10 percent each year, increase cash reserves, and win at least three prime contracts.

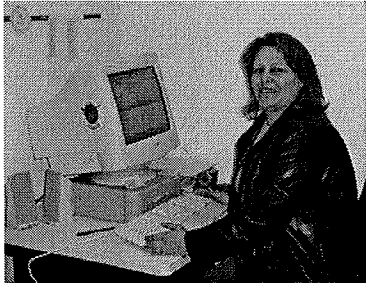
Together, SpecPro and THI employ over 250 San Antonio residents. SpecPro continues to look for other opportunities to help companies further their growth, and THI will continue to develop and mature as a model for new small businesses to follow.

Bristol Bay Native Corporation, SpecPro's parent company, was formed under the Alaska Native Claims Settlement Act and is made up of 7,300 shareholders who are Eskimo, Indian and Aleut. The Bristol Bay region is 150 miles southwest of Anchorage, Alaska, and is 40,000 square miles in size.

* Except from SpecPro Press Release, <http://www.specpro-inc.com/awards.html>, "SpecPro and TerraHealth Win National Department of Defense Award."

Mandaree Enterprise Corporation: A Tribal 8(a) Firm Helping Tribal Members

Excerpt from the National Center for American Indian Enterprise Development whitepaper,
"SBA Certified Tribal 8(a) Programs Help Native Americans!"



The Three Affiliated Tribes' Mandaree Enterprise Corporation (MEC) is an SBA 8(a) certified business located on the Fort Berthold Indian Reservation in North Dakota. Established in 1990, MEC is owned and operated by the Three Affiliated Tribes of the Mandan, Hidatsa, and Arikara Nations. From a small community with a population of less than 400 people, MEC has grown its business from employing five people to employing over 90 employees today, and adding 30 more positions on the reservation in the next 60 days.

In 1994, the company's future looked very bleak, on the brink of bankruptcy, so the board of directors of the corporation decided to reorganize its business. In so doing, they hired a new chief executive officer. Today, when the economy is uncertain, especially for small businesses, Chief Executive Officer Clarence O'Berry has taken the struggling firm to the status of a thriving SBA 8(a) certified business.

MEC achieved SBA 8(a) certification in 1997 and credits its phenomenal growth and success to participation in the 8(a) program, networking at the National Center for American Indian Enterprise Development's Reservation Economic Summit (RES) and other national conferences, and MEC's commitment to quality and on-time product and service delivery.

With 90 employees world wide – 60 percent Indians – MEC currently has four divisions that offer products and services globally and operates out of 10 offices. This year, MEC gross revenues will top over \$33 million, from \$4.3 million in 2002, \$8 million in 2003, and \$20 million in 2004.

MEC supports charitable community organizations that concentrate on youth activities, education, economic development, community sponsorships, and financial assistance. As a tribally owned 8(a) certified business, MEC leverages small business initiatives NOT to get rich, but to train, educate and improve the quality of lives – Native American and non-Native – for employment opportunities that otherwise would NOT be available. This directly reduces social hardships that many Native Americans face in Indian Country.

"The beauty of our SBA 8(a) business is, we've only scratched the surface, there are so many opportunities, the possibilities are endless," says O'Berry.[†]

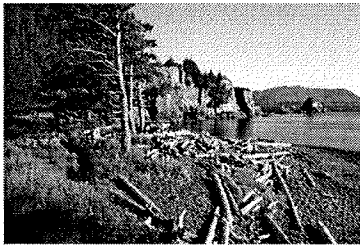
[†] Clarence O'Berry in interview with NCAIED, Chief Executive Officer, Mandaree Enterprise Corporation.

Integrated Concepts & Research Corporation (ICRC): Teaming for Success

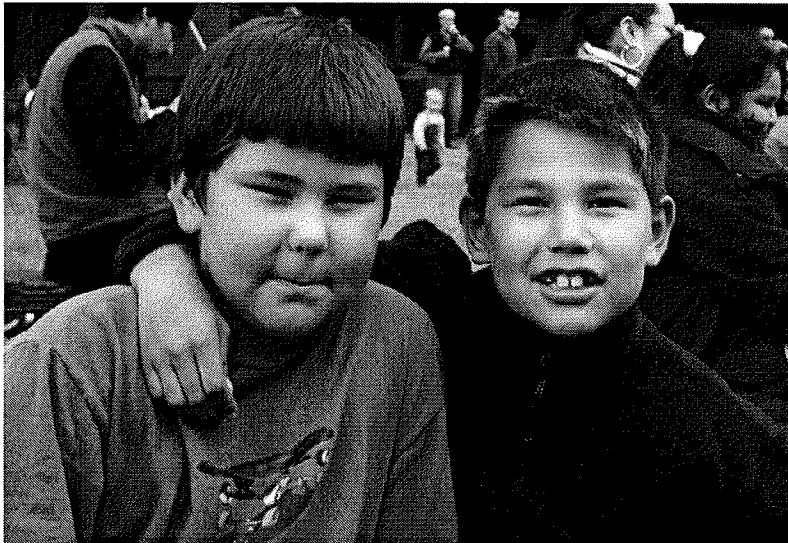
An ANC 8(a) Enterprise of the Koniag, Inc.



ICRC, a diversified technical and management services company that serves the government market, is a subsidiary of Koniag Development Corporation, an Alaska Native Corporation. ICRC's strategic plan includes teaming with locally owned small businesses, such as, Qualis Corporation, a woman-owned small disadvantaged business located in Huntsville, AL.



An aerospace materials testing contract at Marshal Space Flight Center (MSFC) in Huntsville, AL, brought these two companies together. The procuring agency determined that there were Native American companies capable of doing the work and it was in line with NASA's small business strategy and goals. ICRC, having the required past performance, and Qualis, having complimentary qualifications, decided to team and present their joint qualifications to MSFC. After a very comprehensive evaluation of the ICRC/Qualis team, MSFC entered into negotiations with ICRC and awarded them the Materials Testing for Aerospace Environments (MTAE) contract on March 1, 2001. The \$12.3 million five year contract value was divided 51 percent for ICRC and 49 percent for Qualis. For every completed year of the MTAE contract, the ICRC/Qualis team has been earned the maximum, 100 percent, of its performance and cost incentive fees.



The companies also teamed on a NASA contract providing the agency superb technical support and lower costs. The ICRC/Qualis team has a reputation for consistently under running target incentive budgets by nearly 10 percent and through other initiatives has allowed NASA to avoid close to \$1 million in contract costs.

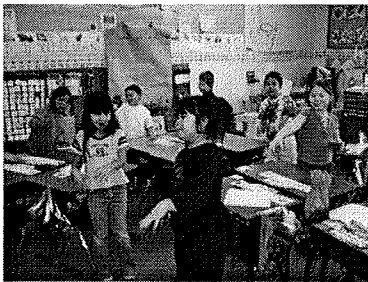
Photos by Will Anderson, Koniag, Inc.

Preserving our Traditions: Language Preservation Programs for the Alutiiq People

Shauna Hegna, Kodiak Island, Alaska



"...preserving the wisdom of our Elders in the voices of our youth."
- Shauna Hegna



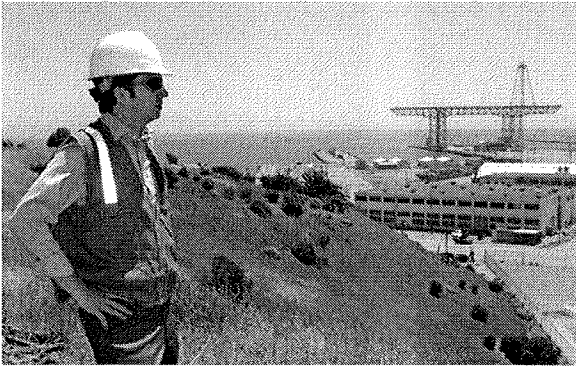
Children in Old Harbor, Alaska
learning the Alutiiq language.

"In my own community, I have been very involved in the language revitalization movement and through its funding, by our Native corporations, we have been able to develop programs and projects that will not only save but revitalize our language. The Alutiiq language has less than 50 fluent speakers and so it's very important that we save that language before we lose it completely. We have 34 fluent speakers and the average age of fluent speakers is 72 years old. What's important is what we are doing to save it and not only saving it but revitalizing it and preserving the wisdom of our Elders in the voices of our youth. We have now been able to pair five fluent Elders on Kodiak Island with a dozen adults that are willing to learn the language who spend up to 10 hours a week speaking *Alutiitstun*, nothing but Alutiiq. And really developing materials and volunteering in preschools and teaching the language to kindergarteners and first graders and high schoolers and anybody and everybody that would listen. It's because of that perseverance and that education, of not only our Native corporations, but our people and cultural revitalization that the next generation of Alutiiq people are not only going to know what it means to be Alutiiq, but be able to know what it means in our language to be Alutiiq."



April Laktönen-Counselor, Alutiiq Language Manager for the Alutiiq Museum, teaching the Alutiiq language to children at the Dig Afognak Cultural Camp.

Derik Frederiksen
General Manager
Sealaska Environmental Services (SES)
Seattle, Washington



"As a Tsimshian shareholder in the regional Alaska Native Corporation, Sealaska Corporation, I have personally gained from my and my family's involvement in Sealaska and the opportunities that the corporation has provided for me. Throughout my college education and early career, Sealaska has provided tremendous support. For both my undergraduate and graduate degrees, I received six total scholarships and interned twice for the corporation in the Natural Resource department. Working for the corporation provided tangible, real life skills that helped launch my early career. After the successful completion of my graduate studies, I was offered the chance to come back to Sealaska and help the corporation in business development.

Since my return, I have worked with Sealaska and successfully started and launched Sealaska Environmental Services (SES), an environmental services company that entered the U.S. SBA 8(a) business development program. Within three years, SES has organically grown from an idea within the Natural Resource Department, to a start-up company, to a viable small business with two environmental contracts from the U.S. Department of Navy valued up to \$50 million. As a shareholder with the vested interest and long-term well being of the company as one of my core directives, I feel strongly in trying to give back to the corporation that made much of my career possible."

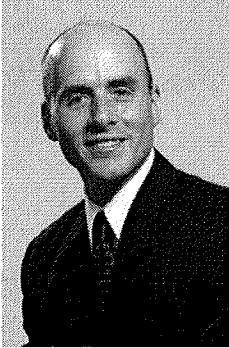
Tony Cange
Manager of Finance and Accounting
Frontier Systems Integrators
Anchorage, Alaska



"My name is Tony Cange, I am Alutiiq and a descendant of Koniag Incorporated. I work for Frontier Systems Integrators, which is a subsidiary owned in part by Koniag. I am originally from Anchorage, Alaska, I was born and raised here. I went to college in the states, University of Utah, and returned to Anchorage. The Native corporations have helped the people in that, my grandparents and great grandparents were cannery workers and commercial fishermen. They wouldn't have had the knowledge or the resources to do the things that Koniag family has been able to do for them. The investments, the health care – all those benefits they get and receive as a result of Koniag.

I was a scholarship recipient from Koniag Education Foundation. I had scholarships through college and worked for one of the subsidiaries. I have my degree in finance from the University of Utah. I plan to go back on scholarship to get my master's degree."

Karl McLaughlin
Senior Vice President Information Technology
Afognak Native Corporation
Kodiak, Alaska



Karl McLaughlin, a shareholder of Afognak Native Corporation, began his career over 10 years ago as an intern at Afognak. Later he became a network technician. He climbed the ranks of the company while finishing his formal education, paid for through Native organization scholarships. Karl graduated with a Bachelors degree from the University of Alaska and later earned additional Information Technology related certifications. Today Karl is the Senior Vice President of Information Technology at Afognak and oversees all Information Technology related operations for over 4,300 employees nationwide, supervising 14 people and one intern in his department.

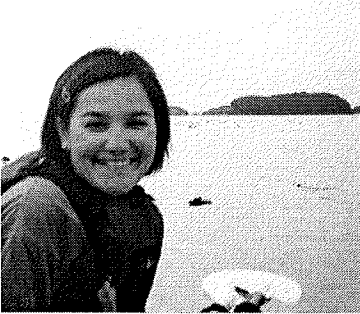
"I grew up as a commercial fisherman - my whole family did, my grandparents, my uncles. I grew up on the boats and it was prosperous for sometime, but as the markets continued to go down then it became apparent that was not something that I wanted to do. Then I was actually offered an opportunity to be an intern over at Afognak Native Corporation...I actually went straight from the boat, got off fishing and started working it the next day."

Tyan Selby
Executive Director
Koniag Education Foundation
Kodiak, Alaska



A Koniag shareholder, Tyan is a leader for Koniag Education Foundation, a non-profit region-wide scholarship foundation providing funding to college and vocational students for Koniag shareholders and descendants. "The Koniag Education Foundation gave out \$180,000 to 163 Alaska Native scholarship recipients last year, so there's a very practical way the education foundation has affected the lives of Alaska Natives, their families, and their communities. When people are educated within their own community that helps drive the economies of those communities, and helps strengthen them. Increased education and employment opportunities build stronger communities by decreasing unemployment, domestic violence, depression, suicide, child abuse, and dependency issues."

Shauna Hegna
Deputy Director
Rural Cap
Port Lions, Alaska



Shauna kayaking in the waters surrounding Kodiak Island.

Shauna Hegna grew up in the remote Native Village of Port Lions on Kodiak Island, in the Gulf of Alaska. She worked as an intern at Afognak Native Corporation while attending high school. Upon graduating from high school she received scholarships from Native organizations, to attend college at the University of Alaska. She graduated with a bachelor's degree and later earned a master's degree. She united the Koniag Alutiiq people to begin the first ever region-wide Alutiiq language revitalization program and worked diligently to raise enough funds to sustain the long term program. Shauna is currently the Deputy Director of RurAL CAP, the largest statewide non-profit organization in the state of Alaska providing eligible citizens with programs for education, shelter, and food.

"I would say on a personal level, and personal meaning mine and my families; my Native corporations have had an enormous impact on my life and quality of my life. I can trace back the influence of my village corporation for example to my early years growing up. The dividends we got as a family from our Native Corporation greatly improved the income in our household. There were always limited opportunities for income and those dividends helped to supplement our income and helped to provide food for our table.

When I was about sixteen years old, the first job I ever had was from Afognak Native Corporation. They hired me to work with my father to develop the Dig Afognak archaeological dig site. We built the banya, or the steam bath, and a number of platforms. I think it was the next year they then again hired me as an intern in the Alutiiq Museum and their corporation and so I got to learn a lot about the history of Kodiak Island, not only from the Alutiiq perspective, but from all of the people that lived on Kodiak. I got to work extensively with tourists, shareholders and other members that were interested in Alutiiq culture and history. I learned a lot about, not only myself, but my family's history and the history of the Alutiiq Nation as a whole.

Afognak Native Corporation and Koniag gave me a number of scholarships every semester I was in college. Through their generous support, I was able to get a bachelor's degree in history with a minor in Alaska Native studies and eventually a master's degree in rural development with an emphasis on indigenous organizations management. In a nut shell, if I was to try to proclaim what effect my Native corporations have had on me - They are the reason why I have succeeded so far in my life. [They are] why I have committed to serving my people and other Alaska Native people and low income Alaskans. I am second in command in one of the largest non-profit and most diverse non-profit organizations in the state of Alaska, and I think that none of that would have been possible had it not been the support I received from my Native corporations."

Janet Mazzola
Director of Special Projects
ASRC Federal Holding Company
Point Hope, Alaska

"As an original shareholder (born before 1972), I had exposure to Alaska Native Corporations since their inception. I witnessed the financial ups and downs. My quality of life has been greatly improved by corporations through scholarships earned for both undergraduate and graduate degrees. In addition to educational scholarships from the Arctic Education Foundation, I was accepted into Arctic Slope Regional Corporation's Shareholder Development Program. This program allowed me to work in a location where an ASRC subsidiary existed while earning my graduate degree."

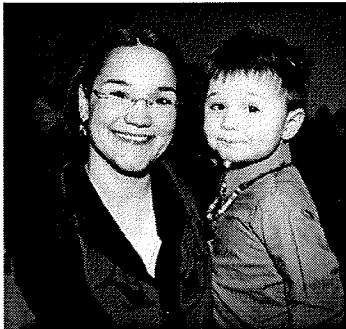
Clayton Morad
Network and Helpdesk Manager
ASRC Federal Holding Company
Anchorage, Alaska



"I am Clayton Morad, a shareholder of Arctic Slope Regional Corporation (ASRC) and the village corporation, Tikigaq. I was raised in Anchorage, Alaska, and attended college at the State University of New York College in Fredonia, New York, receiving a Bachelor of Science degree in Computer Science. Throughout my college career, I worked for ASRC as a summer intern in the payroll department, onsite at Kuparuk oil field, and finally in the Information Technology department as a level 1 Helpdesk Technician. I am currently the Network and Helpdesk Manager with three direct reports for ASRC Federal Holding Company near Washington, DC."

Clayton credits ANC benefits, such as scholarships for higher education from both ASRC and Tikigaq, medical support, and corporate dividends for helping him achieve his dreams.

Sarah Lukin
Corporate Communications Manager
Alutiiq, LLC
Port Lions, Alaska



Sarah and her son at the 2004
Afognak Native Corporation
Shareholder Informational Meeting.



Sarah's Dad hanging salmon in
our smoke house.



Sarah (left) and Shauna (right)
graduating with master's degrees.

My fondest childhood memories are the days spent learning about the land and sea around our traditional village of Port Lions, as I searched for subsistence food with my family. Being immersed in our traditional Alutiiq ways – learning how to smoke salmon the way my family has for generations, learning the ins and outs of bays and where the animals migrate – these are some of the greatest things my father taught me growing up.

Life in rural Alaska is beautiful, but it is challenging. Our village is accessible only by boat, small airplane or intermittent ferry. Although we live a subsistence way of life, western currency is necessary to buy other food, pay the heating and electricity bills, cover transportation outside of the community and other expenses.

Adequate education for our youth, alcoholism, drug abuse and teen pregnancy are all issues our people face. I remember when I was in high school my dad talked about how our subsistence resources were depleting and that many of our people were dying of alcoholism and drugs. He told my two sisters and me that we had to go to college. He wanted us to get an education and serve our people, to give back to the Native community.

My twin sister, Shauna, and I went to college, following just two years behind our older sister, Tanya. We were the first generation in our family to go to college and graduate. Hopefully, we will not be the last. Each of us received scholarships from our Native corporations along with dividends to help with living expenses. Both Shauna and I were employed as interns throughout our college career with our Native corporations and tribes providing opportunities to learn about our history, culture, and Native organizational management.

Each of us has chosen a different life path. My older sister, Tanya, earned her bachelor's at Stanford University and her master's at the University of Alberta, where she now teaches English. She travels home to Alaska each year to teach traditional and contemporary dance and storytelling to our Alutiiq youth.

Shauna and I both earned our bachelor's and master's degrees from the University of Alaska. Whereas Tanya has focused on academics as a method to serve our Native community, Shauna chose social services. Today she is the Deputy Director of RurAL CAP, one of the largest and most diverse non-profits in Alaska that serves low income Alaskans, primarily in rural communities, providing programs for the homeless, preschool age students, and other healthy community programs.

I chose to work for my village corporation in positions where I could advocate on behalf of the Native community and provide opportunities for other shareholders. I started in subsistence advocacy, tribal relations and managing the scholarship programs. Today I manage our Corporate Communications, educating people about the benefits of the 8(a) program to ensure future generations are able to go to college *and* learn our traditional way of life.

Each year all three of us travel home to our village to subsist with our father. The only difference is now we take our children, so they too will understand the importance of our way of life and what it means to be Alutiiq.